FISHERIES PROGRAM

B.C. Environment

Strategic Plan for 1990-1995

October, 1990

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EXECUTIVE SUMMARY

The fisheries resource is a key component of British Columbia's environment and is highly valued by the people of the Province. The environmental, recreational, social, cultural and economic benefits associated with healthy fish populations contribute significantly to achieving the mandate of the Ministry. Fisheries is an excellent example of how environmental and economic benefits can go hand in hand.

The responsibility of the Fisheries Program is reflected in its **Mission Statement:**

> **"We manage fish, fish habitat and sport fishing for the people of British Columbia."**

The administration, protection and development of freshwater fish and fisheries was handed over from the federal government to the Province in 1937, with the exception of anadromous salmon in fresh water. Within the mandate of the Ministry of Environment, the Fisheries Program is responsible for all freshwater fish.

In carrying out our mission, the Fisheries Program is guided by a set of resource and corporate management principles which are consistent with those of the Ministry.

The Fisheries Program has four main **Strategic Objectives:**

1. **Conserve Wild Fish Stocks**
2. **Protect and Manage Fish Habitat**
3. **Serve the Public Interest**
4. **Practise Strong Corporate Management**

All four strategic objectives are essential to the Program mission but priority is attached to conserving wild fish stocks and protecting and managing fish habitat. Strategies associated with each objective are as follows:

1. Strategic Objective: Conserve Wild Fish Stocks

Strategies

- Implement a coordinated approach to the assessment and management of wild fish populations throughout the Province.
- Prevent over-harvest of wild stocks by using conservative regulations to manage fisheries.
- Reduce commercial interception of non-target sport fish.

- Identify and mitigate the effects of environmental changes on fish populations.

2. Strategic Objective: Protect and Manage Fish Habitat

Strategies

- Strengthen the role of the Fisheries Program in the integrated management of resources.
- Improve the effectiveness of habitat protection activities.
- Develop the capability to measure the quantity and quality of changes in fish and angler habitat.

3. Strategic Objective: Serve the Public Interest

Strategies

- Involve the public in the management of the fisheries resource.
- Meet angler demand, where possible, within the limits of wild stock conservation.
- Ensure an appropriate allocation between freshwater angling opportunities for residents and economic benefits from angling-related businesses.
- Promote and support tidal and non-tidal salmon sport fisheries and their related businesses.
- Develop policy on cooperative fisheries management with Native groups.
- Recognize and develop opportunities for appreciative uses of fish.

4. Strategic Objective: Practise Strong Corporate Management

Strategies

- Plan and organize the program to most effectively meet objectives.
- Recognize and respond to the needs of all employees within the context of a strong Program and Ministry identity.
- Ensure development of effective natural resource and corporate management information systems.
- Evaluate the program at all levels and use the information to better meet program objectives.

- Propose legislation which covers all aspects of the Fisheries Program.

Implementation of the strategic plan will occur on an ongoing basis. The plan will be used for direction to Fisheries Program staff, communication outside the program, framework for program planning, budgeting and evaluation, acquiring additional resources and facilitating public involvement.

While the strategic plan facilitates the achievement of Fisheries Program objectives, success depends on Ministry support and the effort of all Program staff.

FISHERIES PROGRAM
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1. INTRODUCTION

Fisheries resources are a key component of British Columbia's environment and highly valued by the people of the Province. B.C.'s fresh waters support world-renowned sport fisheries which provide substantial recreational and economic benefits to the Province. Fish play a major role in the culture and subsistence of our Native people. Opportunities to view spawning fish provide enjoyment and inform and educate people about fish and their environment. Finally, the type, abundance and condition of fish populations are critical indicators of the quality of our aquatic environment.

The multitude of benefits afforded by healthy fish populations contributes significantly to achievement of the mandate of the B.C. Ministry of Environment. The Ministry's primary mission is 'to protect, restore and enhance the integrity, diversity and quality of natural ecosystems and human environments'. This is directly applicable to the fisheries resource and is reflected in the priorities of the Fisheries Program. A secondary objective of the Ministry is 'to provide the best possible array of social and economic benefits from the province's environmental resources'. The fisheries resource offers excellent opportunities for social and economic benefits. It is one area where sustainable benefits depend upon maintaining the integrity of natural ecosystems--so environmental and economic benefits go hand in hand.

Careful management of our fisheries resources is required to meet our mission as we are faced with numerous, complex issues. Growing human population, industrial development and urban expansion often compete for the same resource base upon which fish populations depend. Increasing demand for sport fishing and backcountry recreation along with major growth in businesses providing services to anglers have intensified resource exploitation. There is an urgent need to balance increasing resource use with decreasing supply.

Growing public concern for the environment and their desire to be involved in resource management decisions adds another important dimension to fisheries management. The public today is knowledgeable and demands that government be more accountable for their decisions.

The Fisheries Program is committed to responding to these new challenges. This strategic plan is a first step in doing so.

II. PURPOSE

This strategic plan outlines the direction of the Fisheries Program and provides a framework within which to coordinate Program activities. It lays out how the Fisheries Program will address the fisheries management issues in British Columbia. The plan does not provide a description of all program activities. It states the mission, management principles and strategic objectives of the Fisheries Program and outlines the major strategies which need to be employed over the next five years. Implementation of these strategies will employ the basic activities of the Program listed in Appendix 1. So that all readers will have a common understanding, a definition of terms used in this document is listed in Appendix 2.

This Fisheries Program Strategic Plan is primarily for Fisheries Program staff in both branch and regional offices. It will be the basis for regional and operational planning, setting Program priorities, implementing activities and evaluating performance. It will also provide a framework for communicating with other branches within the Ministry and other agencies to more effectively fulfil our mission. A public version of the plan will also be forthcoming to provide a formal avenue for public input to the Fisheries Program.

This strategic plan is issues-oriented and identifies the problems which must be dealt with if we are to successfully achieve our objectives. The strategies indicate what needs to be done in addition to current activities. Current program activities will be reviewed within the context of the strategic plan and some reallocation of resources will likely occur. However, there is little room for reallocation without creating new problems. Additional budget and manpower are required in order to implement the strategic plan. This plan provides the basis for seeking additional resources to accomplish the objectives of the Fisheries Program.

III. MISSION AND MANAGEMENT PRINCIPLES

The responsibility of the Fisheries Program is reflected in our **Mission Statement**:

"We manage fish, fish habitat and sport fishing in British Columbia."

The legislative basis for the Provincial Fisheries Program is federal in nature. The administration, protection and development of freshwater fisheries was handed over to the Province in 1937, with the exception of anadromous salmon in fresh water. The commercial harvest of freshwater species and licensing and inspection of commercial processing plants is managed by the Ministry of Agriculture and Fisheries. Within the mandate of the Ministry of Environment, the Fisheries Program is responsible for all freshwater fish.

In carrying out our mission, we are guided by the following **Management Principles:**

Resource Management Principles:

Fish Resources

We are stewards of fish. Our priority is the conservation of wild fish and their habitat.

Sport Fishing

We provide a diversity of opportunities for the economic and social benefit of British Columbians.

Marketing

We inform the public about fish, fish habitat, sport fishing and their management. Our clients are anglers, the sportfishing industry, native people, and non-consumptive users. We assess what they want and use this information in shaping program direction.

Social Responsibility

We are committed to the integrity of the environment. We respond to the needs, traditions and cultures of society. We inform the public of our activities and encourage their participation in the program. We contribute our technical knowledge to the scientific community.

Corporate Management Principles:

Program Integration

We are an integral part of the B.C. Ministry of Environment. We work cooperatively with other programs in the Ministry, and with other ministries in government, to achieve the objectives of the Fisheries Program and B.C. Environment.

Productivity

Achievement of our mission depends on our individual and collective productivity. We set relevant and attainable objectives, allocate resources based on program priorities, measure our progress and evaluate our effectiveness.

Innovation

We are innovators in the management of fish, fish habitat and sport fishing. We anticipate change, act on opportunities, support creativity, and abandon the obsolete.

Human Resources

We are a skilled and committed organization. We recruit the best, expect the best, and treat each other well. Together we create a work environment in which we can find achievement, recognition and personal growth.

Physical Resources

Our facilities and equipment are owned by the public. We allocate them to meet program priorities. We use, maintain and renew them to ensure safety, optimize productivity, and present a good image.

Financial Resources

Our financial resources are public funds for which we are all accountable. We compete for them within government and allocate them according to program priorities. We control their expenditure and evaluate their use.

IV. PROGRAM STRATEGY

The Fisheries Program has four main **Strategic Objectives**:

1. **Conserve Wild Fish Stocks**
2. **Protect and Manage Fish Habitat**
3. **Serve the Public Interests**
4. **Practise Strong Corporate Management**

All four strategic objectives are essential to the Program mission but priority is attached to conserving wild fish stocks and protecting and managing fish habitat. The four objectives are integrally related and all activities of the Program are directed towards meeting one or more of them.

Various issues affect the Program's ability to achieve its objectives. For each objective these issues are briefly described followed by the strategy required to address them. A preliminary list of activities is provided to elaborate on the strategy statement. A complete set of activities and associated action plan will need to be developed to fully implement the strategy.

IV.1 STRATEGIC OBJECTIVE: CONSERVE WILD FISH STOCKS

IV.1.1 Issue - Assessment and Management of Wild Fish

Conservation of wild fish populations is the fundamental principle of fish management in British Columbia. Many unique wild fish populations exist, but there is relatively little understanding of their abundance, distribution and population dynamics. A coordinated approach is required to implement this objective at the operational level and measure our success.

Identification and monitoring of both sport fish and non-game species is required to conserve wild fish. Since they are subject to direct exploitation sport fish will require a greater portion of active management than non-game fish, with the exception of any species which is threatened or endangered.

Strategy: Implement a coordinated approach to the assessment and management of wild fish populations throughout the province.

Activities include:

- Develop policy and procedures to define, identify and manage wild fish populations; classify systems based on stock status; set targets for wild stocks by region and habitat type; set conditions for hatchery introductions.

- Develop and maintain a coordinated inventory of wild fish populations.
- Assess and monitor status of wild fish populations.
- Determine population dynamics.

IV.1.2 Issue - Exploitation of Wild Fish Stocks

Angling activity occurs on thousands of lakes and streams throughout the province with potential impacts upon wild fish populations. Intensive management through regulation and/or enhancement is required to prevent over-harvest of wild stocks in the face of increasing use. Such management is often complex, as when mixed stock fisheries exist, and expensive. This makes it impractical to manage each individual fishery in a distinct manner.

Strategy: Prevent over-harvest of wild stocks by using conservative regulations to manage fisheries.

Activities include:

- Develop policy and procedures for managing lakes and rivers with similar characteristics to reduce the number of fisheries requiring intensive assessment and monitoring (e.g. use of index fisheries).
- Determine population dynamics and stock productivity indices related to specific lake/river characteristics.
- Assess and monitor angler use and stock status on key fisheries.
- Regulate the harvest of wild fish stocks using conservative guidelines, in the context of regional plans.
- Inform and educate anglers about reasons for regulations.
- Restore fish stocks that do not respond to regulation.

IV.1.3 Issue - Commercial Interception of Sport Fish

Federally regulated commercial fisheries intercept large numbers of sport fish incidental to target species. As a result, there are major losses in sport fishing opportunities and many wild stocks are threatened or severely depressed. This problem applies on the high seas and transboundary rivers as well as within provincial boundaries.

Strategy: Reduce commercial interception of non-target sport fish.

Activities include:

- Determine run timing and assess the effects of commercial fishing methods on sport fish.
- Develop inter-agency agreements with the Department of Fisheries and Oceans to minimize commercial interception of sport fish.
- Assess and monitor fish populations affected by commercial interceptions.
- Inform and educate the public to increase understanding of this issue.

IV.1.4 Issue - Long-Term Environmental Change

Conservation of wild fish depends on our ability to track long-term trends in fish populations and link these to slow-moving intrinsic factors or environmental changes such as industrial contamination and global warming. Fish are valuable sentinels of environmental change so the benefits of addressing this issue extend into general environmental quality.

Strategy: Identify and mitigate the effects of environmental changes on fish populations.

Activities include:

- Assess and monitor fish populations in cooperation with Ministry and government initiatives.
- Determine the relationship of environmental changes to changes in fish populations.
- Monitor the long term effects of alternate fish management strategies.

IV.2 STRATEGIC OBJECTIVE: PROTECT AND MANAGE FISH HABITAT

IV.2.1 Issue - Fisheries role in integrated resource management

Management of fish requires knowledge about and the ability to manage the habitat on which they depend. The Fisheries Program must rely on negotiating with individuals, industry and other agencies to manage impacts on fish habitat and surrounding aesthetics for recreational anglers. Accelerating industrial, hydroelectric and urban development throughout the province has overloaded the ability of the Ministry to respond to these developments. There is no assurance of compliance with our recommendations and no formal system in place to monitor program effectiveness. We need the information, authority and ability to properly represent the interests of the fish resource.

Strategy: Strengthen the role of the Fisheries Program in the integrated management of resources.

Activities include:

- Propose legislation to strengthen our mandate for protecting fish habitat.
- Develop policy and procedures on the mitigation and compensation for loss of fish habitat with 'no net loss' as the underlying principle.
- Develop inter-agency agreements with other agencies (federal, provincial, municipal) and guidelines for industry to recognize and respond to fish and angler habitat issues.
- Develop information systems (e.g. G.I.S.) to permit more efficient storage and retrieval of habitat data and processing of inter-agency referrals.
- Inform and educate the public about habitat protection issues.
- Restore habitat which has been impacted by development.

IV.2.2 Issue - Effectiveness of Habitat Protection

The large number of habitat issues implies the need to establish guidelines for acceptable development methods to be applied in the majority of cases. Establishment of more specific recommendations can then be directed to areas of high priority for the maintenance of wild fish, sport fishing opportunities and/or angling aesthetics.

Strategy: Improve the effectiveness of habitat protection activities.

Activities include:

- Identify high priority areas for habitat protection through effective planning.
- Develop policy and procedures to tie habitat protection activities directly to protection of fish stocks and/or angler habitat.
- Develop guidelines for acceptable development methods.
- Develop a policy for management of angler habitat.

IV.2.3 Issue - Quantification of Fish Habitat

We have limited ability to assess the impact of development on fish and angler habitat and to evaluate the effectiveness of methods recommended to protect them. A well-developed information base is required which allows both specific and cumulative effects to be considered. This will facilitate the identification and understanding of the impacts of habitat changes on fish and the surrounding environment.

Strategy: Develop the capability to measure the quantity and quality of changes in fish and angler habitat.

Activities include:

- Establish improved methods to quantify fish habitat.
- Assess and monitor fish and angler habitat changes in priority areas due to industrial and urban development.
- Develop information systems to facilitate planning and evaluation of habitat management.
- Determine limiting factors to fish production and angler satisfaction.

IV.3 STRATEGIC OBJECTIVE: SERVE THE PUBLIC INTEREST

IV.3.1 Issue - Public Involvement

The Fisheries Program is influenced by public knowledge of management issues, the public's desire to be involved in fisheries management decisions and strong public support for environmental protection. We need ongoing, two-way interaction with the public that allows us to respond to their priorities and allows the public to be aware of and involved in Program activities. This interaction should extend beyond the direct users of the resource to ensure that all people of the Province have an opportunity to contribute to the Program. This should be done in cooperation with the Public Affairs and Communications Branch and other branches of the Ministry.

Strategy: Involve the public in the management of the fisheries resource.

Activities include:

- Develop plans to effectively involve the public in various aspects of the Program.
- Assess and monitor public knowledge, preferences and attitudes.

- Inform and educate the public about all aspects of the program.
- Develop a Public Advisory Process to involve the public in program development and the decision-making process.
- Involve the public in fisheries assessment and enhancement activities.

IV.3.2 Issue - Meeting Angler Demand

The Fisheries Program seeks to maintain abundant and diversified angling opportunities in response to angler demand. The fish culture program plays a major role by annually stocking sport fish into more than 1000 lakes and rivers--many of which are not capable of producing sport fish. The surrounding environment is also important to the angling experience and must be explicitly considered in the habitat management process.

To ensure we are providing the opportunities desired by anglers we need to stay abreast of changes in the population's characteristics and preferences. We need to provide anglers with realistic choices and be able to respond to their preferences within the capability of the resource.

Strategy: Meet angler demand, where possible, within the limits of wild stock conservation.

Activities include:

- Enhance fish stocks through the Provincial hatchery program to increase angling opportunities.
- Survey the public to identify characteristics, preferences for angling, opinions and reactions to various management activities.
- Develop policy and procedures to define 'diversity of angling opportunity' and develop operational guidelines and regulations to achieve it.
- Set objectives for angling activity within the context of regional plans.
- Enhance fish habitat to improve angling opportunities.

IV.3.3 Issue - Balance of Recreational and Commercial Use of Sport Fishing

Rapid expansion of sportfishing-related businesses (guiding, packing, fish resorts) has occurred in recent years as part of the general growth in provincial tourism and strong interest in backcountry recreation. This has the potential for generating major economic benefits but at the same time increases competition for limited angling opportunities and places additional demands on fisheries management.

Strategy: **Ensure an appropriate allocation between freshwater angling opportunities for residents and economic benefits from angling-related businesses.**

Activities include:

- Determine use and preferences of resident anglers.
- Determine the angling opportunities provided by sportfishing businesses and evaluate the economic impact of this activity.
- Develop policy and procedures to allocate angling opportunities among various user groups.
- Regulate angling guides, fishing lodges and other related businesses.
- Develop inter-agency agreements with Ministries of Tourism, Crown Lands and other Ministries who have jurisdiction in this area.
- Involve the public in the allocation decision process.

IV.3.4 Issue - Tidal and Non-Tidal Salmon Sport Fisheries

Tidal and non-tidal salmon sport fisheries generate significant benefits to the province and increase the profile of sport fishing generally. User licensing and angling guide management can impact upon the management of freshwater sport fisheries. For these reasons the Province has a strong interest in the way in which salmon sport fisheries are managed, even though direct management control rests with the Federal Government.

The Fisheries Program is taking a lead role in representing Provincial interests in this area along with the Ministries of Tourism, Agriculture and Fisheries and Crown Lands.

Strategy: **Promote and support tidal and non-tidal salmon sport fisheries and their related businesses.**

Activities include:

- Develop policy and procedures to clearly define the role and position of the Province in tidal and non-tidal salmon sport fisheries.
- Propose legislation to support the province's role in tidal sport fisheries.
- Develop inter-agency agreements with provincial ministries, Department of Fisheries and Oceans and the sportfishing industry.
- Plan for the sustainable development of these fisheries.

IV.3.5 Issue - Native Participation

The aboriginal right of Native people in British Columbia to fish was recognized and affirmed in a recent Supreme Court of Canada ruling. Regulations limiting Native use must be well justified for conservation and management purposes. The responsibility for adequate conservation now requires that fisheries management programs be adjusted to ensure that Native people, the priority users of the resource, have adequate influence in the design and implementation of fish and habitat management programs.

Strategy: Develop policy on cooperative fisheries management with Native groups.

Activities include:

- Develop policy and procedures to guide internal negotiations with Native groups on selected fish stocks, fish habitat and enhancement projects.
- Develop inter-agency agreements with provincial and federal agencies responsible for Native affairs.
- Develop a Public Advisory Process to involve Natives in fisheries management decisions.
- Identify Native requirements for fish through a consultative process.
- Establish fish stock conservation requirements.

IV.3.6 Issue - Appreciative Uses of Fish

The public places value on fish for reasons unrelated to direct use. These include viewing fish in their natural environment or within hatchery facilities, participating in fisheries management activities, maintaining healthy fish populations as an indicator of environmental quality, and ensuring the future option for recreation for themselves or for future generations. It must be ensured that these desires are incorporated into the activities of the Fisheries Program.

Strategy: Recognize and develop opportunities for appreciative uses of fish.

Activities include:

- Survey the public to identify interest, participation and value of appreciative uses of fish.
- Develop and enhance opportunities for viewing fish and inform the public of these opportunities.
- Involve the public in fisheries assessment and enhancement activities.

IV.4 STRATEGIC OBJECTIVE: PRACTISE STRONG CORPORATE MANAGEMENT

IV.4.1 Issue - Planning and Organizational Structure

The variety of objectives and demands on the fisheries resource presents a challenge to deliver an effective Program. The Fisheries Program must make the best use of available resources in meeting these demands. This involves planning, setting priorities and allocating budget and FTE's accordingly. Additional budget and FTE's are required to implement the strategic plan. These needs must be clearly identified and communicated so that the benefits from the outlined strategies can be realized.

Strategy: **Plan and organize the program to most effectively meet objectives.**

Activities include:

- Reorganize the Fisheries Branch to be in a good position to meet the needs identified in the strategic plan.
- Identify the resources required to implement the strategic plan and communicate these needs to the Ministry Executive.
- Undertake coordinated planning at the regional and operational levels which reflect the directions in the strategic plan.
- Use the strategic plan as the basis for regional and operational planning, setting Program priorities and allocating budget and FTE's.

IV.4.2 Issue - Human Resources

The most critical component of any organization are the employees. Human resource issues in the Fisheries program include compensation and classification, staff development and training, staff morale, communication of program direction and involvement in decision-making. A high priority must be placed on addressing these and other ongoing issues.

Strategy: **Recognize and respond to the needs of all employees within the context of a strong Program and Ministry identity.**

Activities include:

- Staff and management working together to identify human resource needs and propose and act upon solutions.
- Ensure regular communication among staff and managers, both within and between the Victoria Branch and regions.

- Communicate human resource needs to supporting groups including Personnel Services and Ministry Executive and ensure that these needs are addressed.

IV.4.3 Issue - Information Systems

Information systems describing the status of fish stocks, their habitat and the use of the resource are an essential part of implementing program strategies and evaluating program effectiveness. However, systems development is difficult given uncertainty in the Ministry regarding the management of data, the unclear role of regions and programs, intermittent standards and consistent lack of resources.

Strategy: Ensure development of effective natural resource and corporate management information systems.

Activities include:

- Plan for a strong and defensible information system strategy for the program.
- Communicate information systems needs to the Systems Services Branch and Environment Information Committee and ensure that these needs are addressed.
- Develop information systems with necessary coordination among program components, regions and other Ministry programs.
- Train staff to effectively use information systems.

IV.4.4 Issue - Program Evaluation

Implementation of the strategic plan must include measures of how well we meet strategic objectives. The strategic plan provides the framework within which we can evaluate program performance and effectiveness. We must be able to measure outputs (task completion, products delivered) and impacts of the program in terms of meeting our strategic objectives. This information can then be used to adjust the program to better accomplish our mission.

Strategy: Evaluate the program at all levels and use the information to better meet program objectives.

Activities include:

- Develop policy and procedures for evaluation at all levels of the program.

- Monitor and evaluate the completion of tasks, achievement of operational objectives, and effectiveness of the program in meeting strategic objectives.

- Develop information systems to permit evaluation and to use the results in subsequent program planning.

IV.4.5 Issue - Provincial Fisheries Legislation

The legislative base for the Provincial Fisheries Program is federal in nature with the Government of Canada having exclusive legislative authority over Sea Coast and Inland Fisheries. In 1937 the administration, protection and development of freshwater fisheries, with the exception of anadromous salmon in fresh water, was handed over to the Province. The Fisheries Program is guided by a variety of federal and provincial legislation and associated regulations including the Fisheries Act (Canada) and the provincial Wildlife Act. Consolidation and clarification of the legislation and regulations for the Fisheries Program would assist the Program in carrying out its mission.

Strategy: Propose legislation which covers all aspects of the Fisheries Program.

Activities include:

- Develop legislation and regulations proposals which clarify and consolidate the responsibilities of the Fisheries Program.

- Participate in the review of Ministry legislation.

- Consult with other agencies and the public in the development of new legislation and regulations.

5. IMPLEMENTATION

Implementation of this strategic plan will occur on an ongoing basis. It is already influencing the way in which the Fisheries Program is being delivered. Its value is twofold: in some areas it formalizes and strengthens activities already underway while in others it leads to a new way of doing business.

The ways in which the plan will be used include the following:

1. Direction to Fisheries Program Staff

The plan provides a corporate identity for the Fisheries Program within the Ministry of Environment umbrella and sets a clear direction for the future. It provides a framework for communication among the various elements of the Program and will be used to clarify the roles and responsibilities of Branch

sections, regions, technical standing committees and the Fisheries Program Corporate Committee. All managers and staff need to assess their activities relative to the strategic plan. The plan has already been useful in the review of the organization of the Fisheries Branch.

2. Communication outside the Fisheries Program.

The plan will facilitate interaction with those outside the Fisheries Program and provide a context for current and future activities and priorities of the Program. A high priority is placed on communication with the Ministry Executive and providing a framework to jointly establish Program direction within the context of the Ministry.

3. Framework for Program planning, budgeting and evaluation

The strategic plan provides the framework within which to develop regional and operational plans for the Fisheries Program. The plan will guide the establishment of Program priorities and allocation of resources by the Fisheries Corporate Committee in the annual planning and budgeting process.

This process includes the identification of tasks with measurable outputs which will then provide the basis for monitoring and evaluation of Program performance. The results of such evaluation will provide a check on the allocation of resources and provide reports to the Ministry Executive and the public on the accomplishments of the Fisheries Program.

4. Acquiring additional budget and FTE's

The strategic plan identifies in general terms what needs to be done to address the issues facing the Fisheries Program. Activities and outputs will be identified for each strategy along with the resources required to implement them. This will provide the basis for seeking the necessary financial and human resources to meet Program objectives.

5. Public Involvement

A public version of the strategic plan will be produced and distributed to acquire public input to the direction of the Fisheries Program. This will be a first step in implementing the public involvement strategy.

The first year will serve as a trial for how well the strategic plan, in its present form, meets the above expectations. The plan will be reviewed and revised on a regular basis to reflect changing fisheries management issues and to maximize its effectiveness in the above areas. The integrated nature of the objectives, strategies and activities emphasizes the need for communication and co-operation within the Program and the Ministry. The strategic plan will facilitate this, but making it work requires Ministry support and effort from all Program staff.

APPENDIX 1

FISHERIES PROGRAM ACTIVITIES

Each of the following activities can be associated with one or more of the program components identified in the Mission Statement -- fish, fish habitat, sport fishing -- and/or corporate management of the program.

Develop and Amend Legislation
Develop and Amend Policy and Procedures
Develop and Amend Regulations; Issue licences
Inter-agency agreements, guidelines*
Process Referrals
Planning **
Economic Analysis
Inventory (Baseline)
Assessment & Monitoring
Enhancement
Engineering Services
Fish Health Analysis
Research & Development
Technical/Expert Support/Advice
User/Public Surveys
Inform and educate the public
Conduct public advisory processes
Manage public participation activities
Direct & Monitor Enforcement
Mitigation & Compensation
Develop & Maintain Information Systems
Monitor & Evaluate Program Effectiveness

Corporate Management Activities

Communicate with Ministry Executive
Manage Human Resources
Manage Financial Resources
Manage Physical Resources
General Administration

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* Include negotiations with other MOE programs and interagency planning.
** Includes planning internal to the program.

APPENDIX 2

GLOSSARY OF TERMS

MISSION

Broad, all-encompassing statement which outlines the scope of the program;
Identifies the business we are in;
Applies to the long term.

MANAGEMENT PRINCIPLES

Statements describing the way in which we do business;
General philosophy and ethics of the program;
Applies to the long term.

PROGRAM STRATEGY

Outlines what the program does to achieve its mission;
Includes objectives (strategic and operational), strategies, activities and work plans.
Applies over one to five years.

STRATEGIC OBJECTIVE

Broad, program level statement indicating what the program is trying to achieve;
Indicates the 'end' which is being sought;
Capable of achievement;
Can be translated into measurable targets.

ISSUE

A concern or problem which affects the achievement of objectives;
Affects the fulfilment of the mission.

STRATEGIES

Statement of the means by which strategic objectives are accomplished;
Indicates what needs to be done at a broad, program level;
A collection of activities working toward a similar end.

ACTIVITIES

Describes the work of the program;
Functions which are required to implement a strategy and achieve an objective;

OPERATIONAL OBJECTIVES/TARGETS

The output to be achieved from an activity or task;
Directly measurable;
Time-bounded.